

SUMMARY OF COMMENTS/SUGGESTIONS BY MAGs.

Views of Three or More MAGs

Personnel management lacks professionalism in the Agency, e.g., standards, guidelines and criteria.

There is a need to establish panels or career services along job or functional lines.

There should be a system that will generate assignments across organizational (including Directorate) lines.

Better planning of employee mobility is needed; including rotational assignments, transfers, familiarization experiences, etc.

The vacancy notice system is not working very well.

Increased employee access to training and educational opportunities (internal and external) should be provided.

With respect to communications, employees need to know better how the personnel management system works. Information on career services, panels, criteria for promotion and evaluation, etc. should be published.

A system for evaluating supervisors on their rating ability should be established.

There is a need for planning and acting upon individual development, within and above component level.

Selected Views by One or Two MAGs

The home base concept is a barrier to a Directorate and Agency approach to personnel management.

There is a need for a more orderly system to identify and take action on marginal employees.

There is a need for the Deputy Directors to accept a more active role in personnel management.

There is a need for a Supergrade Career Service.

CIARDS has become a threat to employees, with pressures toward forced early retirement.

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Approved For Release 1999/09/24 : CIA-RDP82-00357R000800170019-0

MAG Comment or Suggestion	MAGs Raising Item					PASG Comment or Suggestion
	DDO	DDI	S&T	M&S	OIA	
<u>MANAGEMENT CONCERNS</u>						
Personnel management lacks professionalism, e.g., standards, guidelines and criteria.	x	x	x			Recommending Deputy Directors set Agency standards, objectives, and criteria.
Need for the Deputy Directors to accept a more active role in personnel management.	x					Recommending this role be placed with the Deputy Directors.
Some of the concept is a barrier to Directorate or Agency approach to personnel management.	x					
Need system for more orderly identification and separation of marginal employees.	x					x Recommending each Deputy Director operate a system to identify employees who rank high, low and in between
Need better ways to use people and money as resources are curtailed.	x					x Recommending Deputy Directors plan personnel management, along with operations and fiscal plans.
Need for published criteria for promotions, ranking evaluations, etc.			X	X		Recommending Deputy Directors provide evaluation and promotion criteria.
The role of the Director of Personnel apparently does not involve him in personnel management.				x		
Eliminate probationary period followed by career status.						x Recommending more vigorous efforts to early detect and terminate poor performers.
Expand number of upper slots for those who possess vital non-supervisory skills.						x
Abolish group hiring as in CTP and hire against openings.						x
Need to re-establish Clandestine Service concept to provide fit de corps.	x					

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MAG Comment or Suggestion	MAGs Rating Plan					PASG Comment or Suggestion
	1	2	3	4	5	
<u>CAREER SERVICE ORGANIZATION</u>						
Management of all clericals in an Agency-wide career service.	x					Considering Directorate-wide Clerical Career Services.
Current Career Services lack uniformity in structure.		x	x			Recommending Directorate Career Services and Agency Guidance.
Current Career Services lack uniform practices.		x			x	Ditto
Need to establish panels or Career Services along functional lines.	x		x		x	Recommending option to be exercised by Deputy Directors.
Need for a Supergrade Career Service.					x	Recommending Supergrade mechanism to consider SG vacancies and assignment plans prepared by Deputies.
Establish one Career Service for each Directorate.					x	Recommending Directorate-level Career Services.
<u>EMPLOYEE DEVELOPMENT</u>						
Need for plans and organization for individual development within and above component level.		x	x	x		PDP a partial answer. Recommending Deputy Directors develop further plans and organization.
Need an awareness that individual is also responsible and should make his interests known					x	This is recognized in Career Service concept.
Development now concentrates on managerial level; needed at GS-03 to GS-10 range.					x	
Current emphasis on "comers" only; not broad enough.					x	
<u>MOBILITY</u>						
Lack of opportunity to compete for senior Agency jobs.	x					Recommending inter-Directorate rotation and assignment review program.
Need a system to generate assignments across organizational (including Directorate) lines.	x	x	x		x	Proposing that Deputy Directors have this option.
Need to better protect employees when surplus or selection-out exercises take place.	x					Point recognized in PASG report.

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MAG Comment or Suggestion	MAG's Rating Item					PASG Comment or Suggestion
	DEPT	DDI	DDO	MAG	CIA	
Need for better planning on mobility, rotational assignment, familiarization details, etc.	x	x	x		x	Options left to Deputy Directors.
Vacancy Notice systems (or skills bank) needs improvement.		x	x	x	x	Options left to Deputy Directors.
<u>COMMUNICATIONS</u>						
Employees need to know how the personnel system works. There should be published information on career services, panels, criteria, etc.		x	x	x		Recommending that each Deputy Director develop and publish standards.
Require Directors and Office Heads meet periodically with groups of employees at all levels to describe personnel management, etc.					x	(Already required, per DCI instructions.)
<u>TRAINING</u>						
Need to increase employee access to training and educational opportunities (internal and external).	x	x			x	Recommend training criteria be developed by each Deputy Director.
Need to have a system to insure that employees will be able to update their professional skills.				x	x	Criteria to be developed by Deputy Directors. PASG considering it in modified MOS system.
Expand sabbatical program to place some employees in academic and professional jobs outside the Agency.					x	
Need to overcome syndrome that going off to training removes employee from assignment and other considerations.			x			
<u>SUPERVISION</u>						
Need a better selection system for assigning supervisors and a program of training.	x				x	Recommending each Deputy Director develop training criteria in his Career Service.

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	DOC	DDI	SST	PRR	CIA	
<u>RETIREMENT</u>						
CIARDS has become a threat implying employees will be forced into early retirement.	x					
<u>FITNESS REPORTS</u>						
Need to emphasize developmental and supervision counseling purposes of the Fitness Report.	x					(No action taken by PASG; FR's previously the subject of AMC actions.)
Need to evaluate supervisors on their rating ability to reduce the numbers of inflated reports, etc.	x		x		x	
Need to include a place for employee comments in the Fitness Reports.	x					
Suggest renaming of the Fitness Report, e.g., Progress Report or Performance Report.			x			
Ratings are deceiving if used for competitive rankings.			x			
Require periodic "Reverse" Fitness Reports on supervisors.					x	

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CAREER SERVICE RESPONSES TO PASS CAREER SERVICE QUESTIONNAIRE *
[Relating to Their Method of Operations]

1. Have you formalized the personnel management objectives of your Career Service? If so, what are these objectives?

Response: Nearly 60% of the Career Services have no formally declared personnel management objectives.

2. Do you render an Annual Report, as Head of your Career Service, to your Deputy Director?

Response: No Career Service Head submits an overall annual report to his Deputy Director. (Several Career Services contended that APP and PDP meet this purpose. The question, however, did not intend to surface reference to these programs.)

3. Briefly describe the organizational structure of your Career Service. Do you, for example, have panels which take cognizance over people on a grade basis, a functional basis, etc.?

Responses: All Career Services have boards and panels. Most boards and panels relate to employee grade level; others mix employee grade and function; occasionally sub-panels are formed to consider functional groups within a grade. With the exception of the Medical Career Service, no Career Service has established panels with cognizance over employees by occupational categories without regard to grade.

4. What is the criteria for membership on your Career Service Board and Panels and how often is membership rotated?

Response: The large majority of the Career Services use position and rank as the criteria for membership to boards or panels. Rotation of membership is generally more active at the lower grade levels.

5. Do you have published and disseminated criteria for employee training? Please submit a copy of some.

Response: Slightly more than half of the Career Services claimed to have published training criteria. Several have worked out kinds of training applicable to different grade levels. A lesser number submitted copies of what they determined to be criteria for employee training. Very few Career Services actually disseminated this information to their employees.

6. Does your Career Service sponsor full-time (120 days or more in duration) external academic training? If so, please state number of cases and percentage against total Career Service strength in each of the last three fiscal years.